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Prevention. Care. Recovery.

19 June 2026

DC

fyi-request-34325-6f4f192e@requests.fyi.org.nz

Kia ora

Your Official Information Act request, reference: GOV-047183

Thank you for your email of 30 March 2026, asking for the following information under the Official Information Act 1982 (the Act):

1. Business Case and Approval

*The full business case supporting the decision to procure a new mailhouse provider
Any Board, Executive Leadership Team (ELT), or delegated approval papers relating to this decision*

Any cost-benefit analysis, including original budget estimates and expected savings or efficiencies

2. Financial Performance and Cost Tracking

The total approved budget for the mailhouse project

Current spend to date

Any cost tracking or reporting showing actual spend against original estimates

Any forecasts of final cost and explanations for variances

3. Project Delivery and Status

The original project timeline, including key milestones and planned go-live dates

Current status of the project, including whether it has been implemented

Any updated timelines, delays, or re-baselining of milestones

4. Governance, Oversight, and Accountability

All documentation outlining governance arrangements for the project, including reporting lines and decision-making forums

Details of oversight exercised by the Chief Financial Officer, Mr Stewart McRobie, including:

Any reports provided to him on project performance, cost, or delivery risks

Any actions, interventions, or decisions he has taken in relation to the project

5. Executive Awareness and Responses

All briefings, reports, or communications provided to the Chief Executive, Ms Megan Main, regarding:

Project progress

Cost overruns or risks

Delivery delays or implementation issues

Any responses, feedback, or directions provided by Ms Main in relation to the above

6. Correspondence

All emails and communications (including attachments) from 1 January 2025 to present that:

Are sent to or from Mr Stewart McRobie, and/or any member of the Executive Leadership Team

Relate to the mailhouse procurement, business case, cost tracking, implementation, or performance of the new provider

7. Audit, Assurance, and Risk

Any internal or external audit reports, reviews, or assurance assessments relating to the project

Any risk assessments, issue logs, or escalation papers relating to delivery, cost, or performance concerns.

ACC has identified a high volume of documents in scope of your request. We have divided the documents into three categories. The information that is relevant to your individual requests is contained throughout the documents provided with this response.

Business Case, Procurement plan and Executive Memoranda

Appendix 1 contains the following documents:

- 240403 - Category Plan - External Mailhouse Services
- 240429 - Executive Cover Memo – External Mailhouse Services
- 241021 - External Mailhouse Services - Procurement Plan
- 241200 - External Mailhouse Services Agreement - Marketing Impact
- 250110 - External Mailhouse Services Lean Agile Procurement Wrap Up
- 250122 - Recommendation to Select and Contract – External Mailhouse Services
- 250219 - Business Case – Mailhouse
- 250606 - Business Case (Small) – Mailhouse Transition Project
- 250700 - Monthly Business Group Reporting July 2025
- 250902 - Additional FTE to support critical Revenue Operations activities – Memo
- 250908 - Additional FTE to support critical Revenue Operations activities

Steering Committee updates and meeting minutes

The Steering Committee documents outline the key facts, progress updates, risks, options, and decisions requiring consideration, ensuring the committee and senior leadership has clear and concise information to support governance, oversight and decision making. The following documents are attached in Appendix 2:

- 250314 Mailhouse transition - SteerCom update
- 250506 Mailhouse transition - SteerCom update
- 250507 Mailhouse transition - SteerCom meeting minutes
- 250613 Mailhouse transition - SteerCom meeting minutes
- 250613 Mailhouse transition - SteerCom update
- 250729 Mailhouse transition - SteerCom meeting minutes
- 250729 Mailhouse transition - SteerCom update
- 250813 Mailhouse transition - SteerCom meeting minutes
- 250813 Mailhouse transition - SteerCom update
- 250821 Mailhouse transition - SteerCom update

- 250821 Mailhouse transition - SteerCom meeting minutes
- 250910 Mailhouse transition - SteerCom meeting minutes
- 250910 Mailhouse transition - SteerCom update
- 250914 Mailhouse transition - SteerCom update
- 251014 Mailhouse transition - SteerCom meeting minutes
- 251114 Mailhouse transition - SteerCom update
- 251114 Mailhouse transition - SteerCom meeting minutes
- 251211 Mailhouse transition - SteerCom meeting minutes
- 251211 Mailhouse transition - SteerCom update
- 260123 Mailhouse transition - SteerCom meeting minutes
- 260123 Mailhouse transition - SteerCom update
- 260220 Mailhouse transition - SteerCom update
- 260220 Mailhouse transition - SteerCom meeting minutes
- 260320 Mailhouse transition - SteerCom update
- 260320 Mailhouse transition - SteerCom meeting minutes
- 250501 Terms of Reference - Mailhouse transition Steering Group

Executive Leadership correspondence relating to the Mailhouse project

The following documents are attached in Appendix 3:

- Andrew Milne Deputy Chief Executive Strategy, Engagement and Planning
 - 260226 Andrew Milne DCE SEP – communications
- Lisa Hansen Deputy Chief Executive People and Culture
 - 250914 Lisa Hansen DCE PC – communications
 - 260324 Lisa Hansen DCE PC – communications
- Michael Dreyer Deputy Chief Executive Technology and Data
 - 260212 Michael Dreyer DCE TD – communications
 - 260213 Michael Dreyer DCE TD - communications
 - 260312 Michael Dreyer DCE TD - communications
 - 260324 Michael Dreyer DCE TD - communications no2
 - 260324 Michael Dreyer DCE TD - communications
- Stewart McRobie Deputy Chief Executive Corporate and Finance
 - 240404 Stewart McRobie DCE CF - communications
 - 250124 Stewart McRobie DCE CF – communications
 - 250609 Stewart McRobie DCE CF – communications
 - 250827 Stewart McRobie DCE CF - communications
 - 250902 Stewart McRobie DCE CF – communications
 - 250903 Stewart McRobie DCE CF - communications
 - 250930 Stewart McRobie DCE CF - communications no2
 - 250930 Stewart McRobie DCE CF – communications
 - 251002 Stewart McRobie DCE CF – communications
 - 260219 Stewart McRobie DCE CF – communications
- Thomas Ronan Deputy Chief Executive System, Commissioning and Performance
 - 250610 Thomas Ronan DCE SCP - communications

Withheld information

We have withheld information under the following grounds of the Act:

- Section 9(2)(a):* to protect the privacy of natural persons.
- Section 9(2)(g)(i):* to maintain the effective conduct of public affairs through the free and frank expression of opinions.
- Section 9(2)(h):* to maintain legal professional privilege.
- Section 9(2)(b)(ii):* to protect information that, if released, would likely unreasonably prejudice the commercial position of the subject of the information.

We have noted the applicable withholding ground on the redacted sections of the documents provided with this response. In each case, we consider that the public interest in releasing the information does not outweigh the reasons for withholding it.

As names and contact details of individuals were not requested, they have been deemed out of the scope of your request and removed. Similarly, information, not pertaining to the Mailhouse project are considered outside of the scope of your request and have been redacted.

If you have any questions about this response, please get in touch

You can email me at GovernmentServices@acc.co.nz.

If you are not happy with this response, you can also contact the Ombudsman via info@ombudsman.parliament.nz or by phoning 0800 802 602. Information about how to make a complaint is available at www.ombudsman.parliament.nz.

Ngā mihi



Nicky Judd

Manager Official Information Act Services

Government Engagement